Jacobs Sverdrup

A Brief Overview

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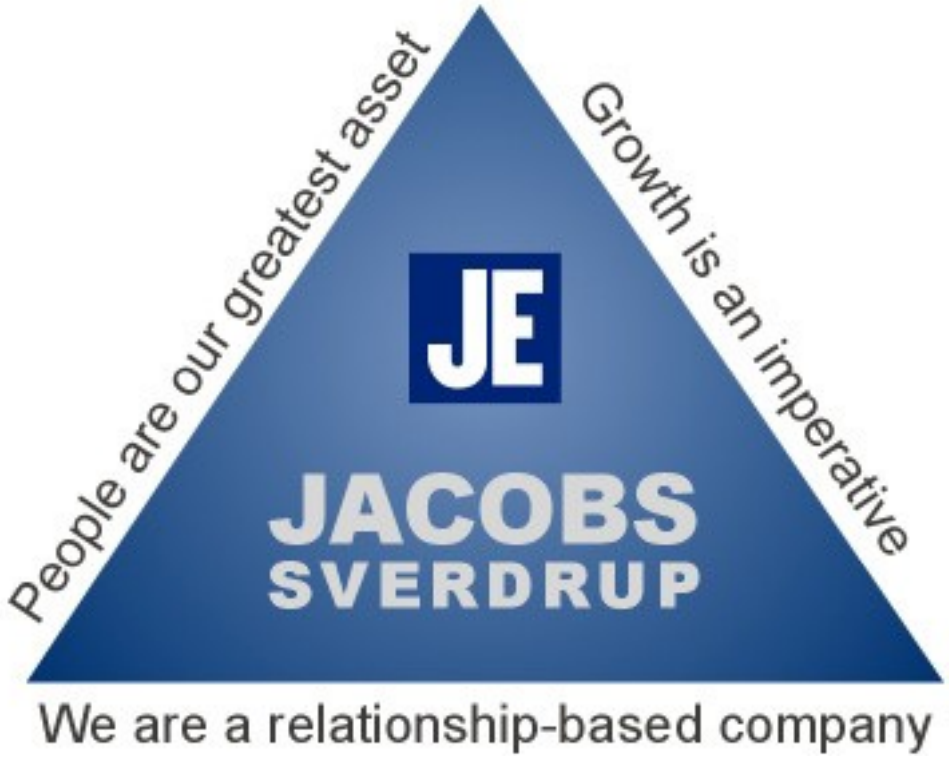
Jacobs at a Glance

- Engineering, technical, and O&M services firm
- Established in 1940s
- 35,000 employees
- Annual revenue near $6B (NYSE: JEC)
- Primary Markets
  - Aerospace & Defense
  - Site Operations & Maintenance (O&M)
  - Civil Engineering
  - Complex Facility Design/Build
  - Environmental Management
  - Oil and Gas/Refining
  - IT, Telecommunications, and Semiconductor

Jacobs Sverdrup (JS)

- Subsidiary of Jacobs Engineering Group Inc.
- Aerospace & Defense arm of Jacobs
- Approximately 6,000 employees
- Annual revenue of Approximately $630M
- Specialty: Large DoD and NASA services contracts
  - Currently hold 16 contracts with staff size from 100 to 1,300
- Also only U.S. firm to provide O&M support to automotive RDT&E facilities
- No Conflicts of Interest

Core Values

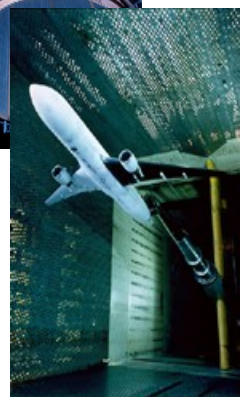
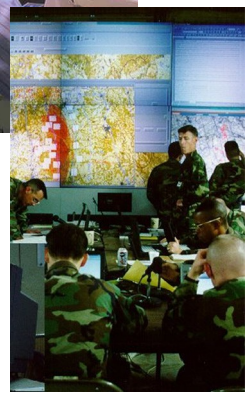
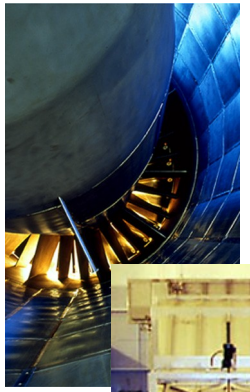

People are our greatest asset
Growth is an imperative
JE
JACOBS
SVERDRUP
We are a relationship-based company

Jacobs Sverdrup Customer Base

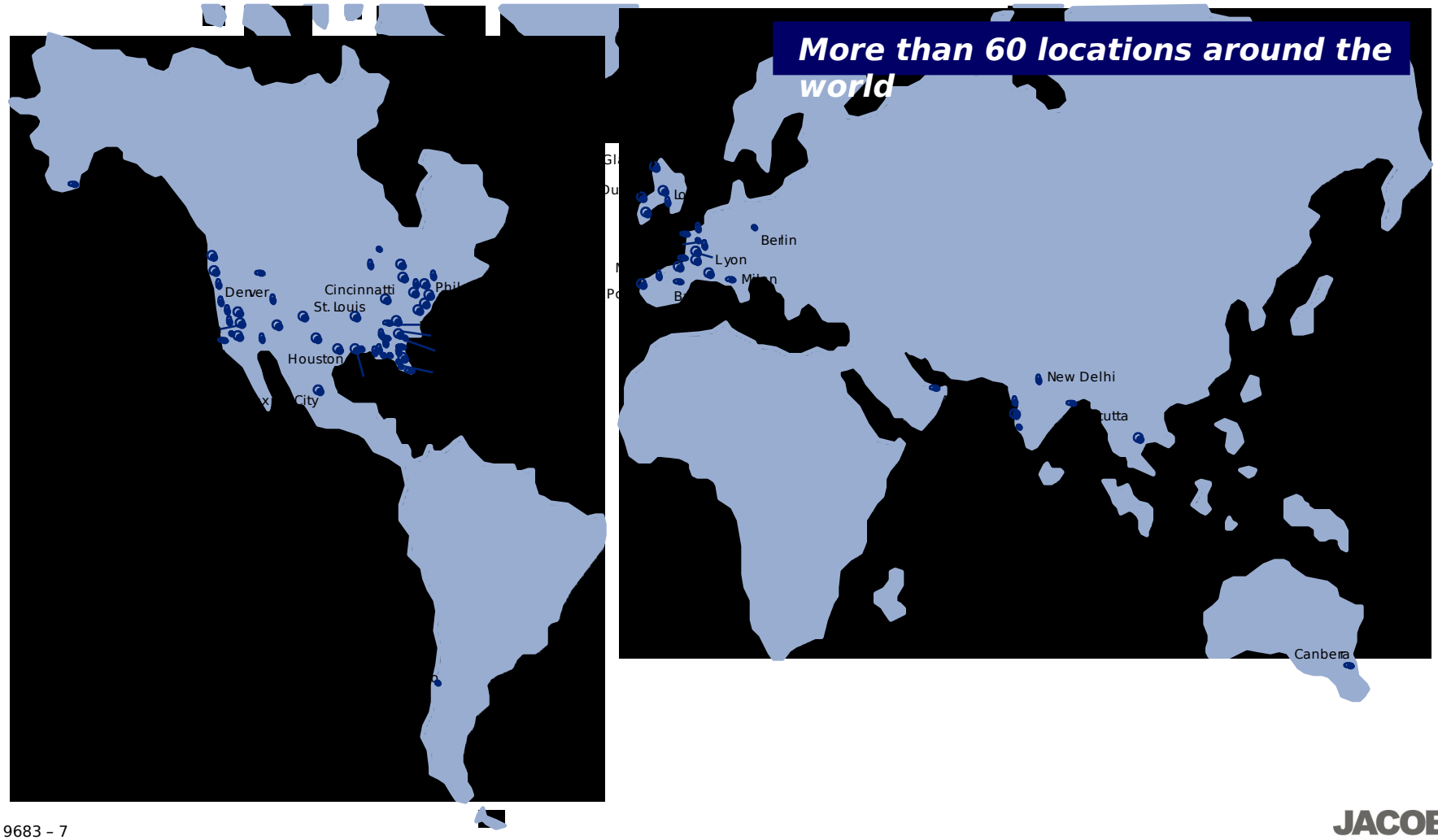
- DOD
  - U.S. Air Force (largest customer)
  - U.S. Army
  - U.S. Navy
  - U.S. Marine Corps
  - Special Operations Command
  - Australian Ministry of Defence
- NASA
  - 5 NASA Centers
- Automotive industry

  - The Big Three
- Non Fed Govt.

JS – Technology Services

Test & Evaluation, Engineering, and Operations &	Scientific, Engineering, and Technical Services (SETS)	Enterprise Information Services (EIS)	Design/Build and Operate Test Facilities
 **$260M**	**$223M**	 **$50 M**	 **$100M**
Wind Tunnels, Rocket and Jet Engine Testing, Ground Testing, Space Vehicle Launch Operations	Space Systems, Smart Weapons, Information Technology, Simulation/Models, Acquisition/Logistics	Applications Development, System Support and Administration Services, Networks, Modeling and Simulation, C4ISR	Test Facilities, Wind Tunnels, Instrumentation
Air Force, Army, NASA	**Air Force, NASA, Navy, Marine Corps, Special Operations**	**Army, Special Operations**	**Automotive, Aerospace, DoD, DOE, NASA**

Office Network- Jacobs Worldwide



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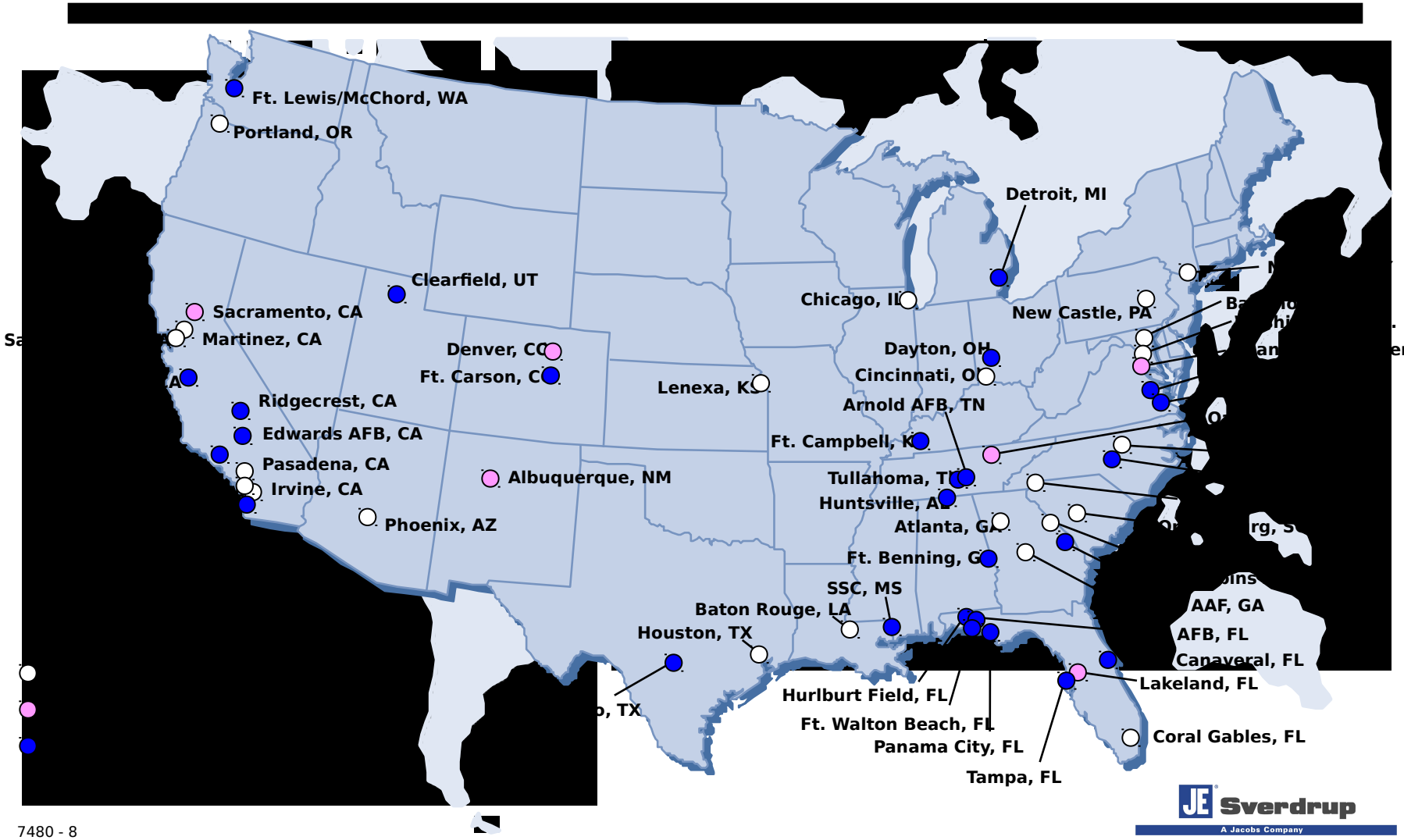
Jacobs United States



JE Sverdrup
A Jacobs Company

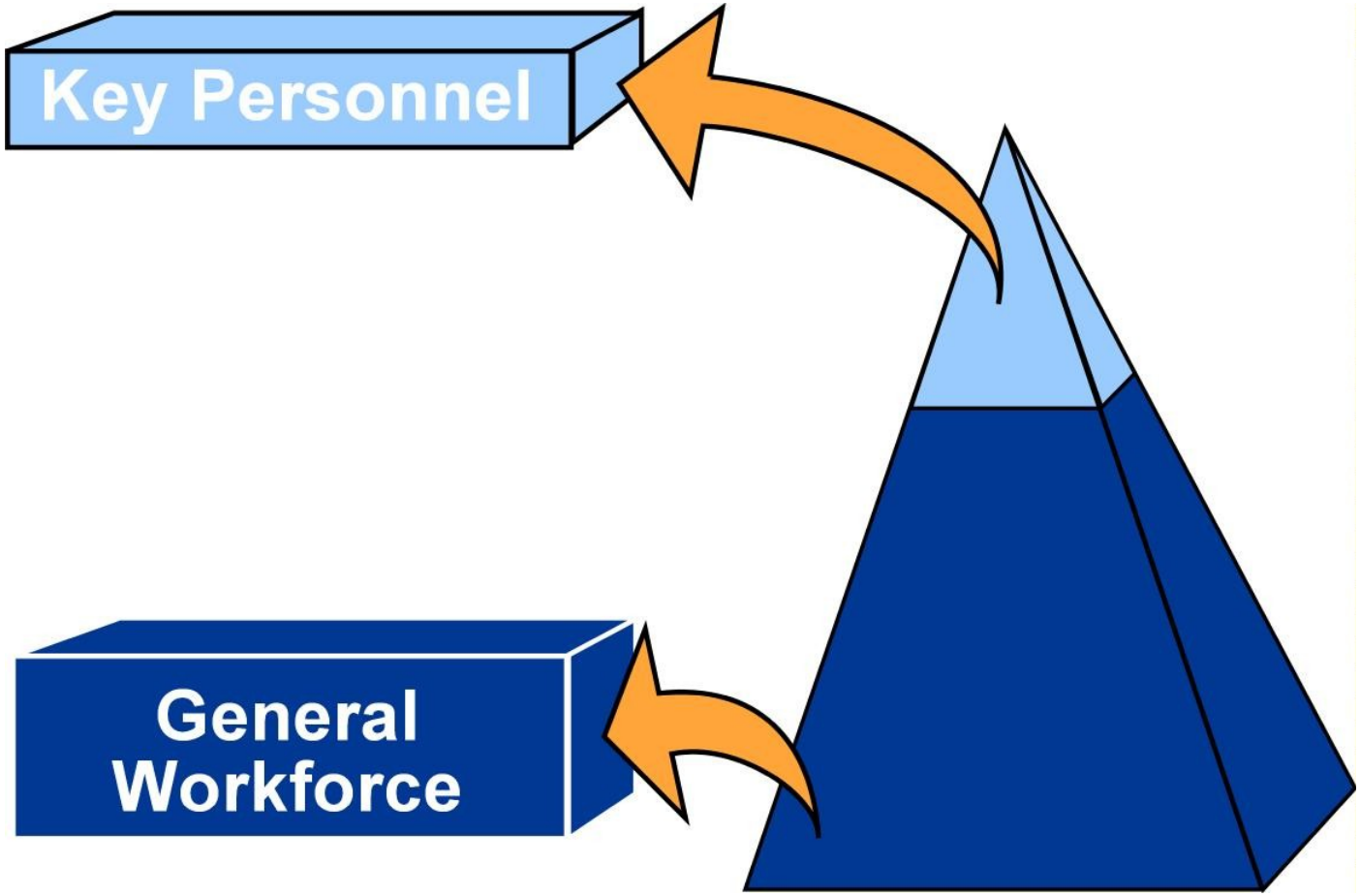
Jacobs Sverdrup - ROSS Group

Edwards AFB, CA

10-year CPAF contract employing 130+ personnel with total potential contract value of more than U.S. $120M

- Modification, operations, and maintenance of rocket test facilities and laboratory facilities and systems
- Planning, accomplishment, and evaluation of liquid and solid propulsion systems tests
- Support of laboratory activities for propulsion system research and development
- Component, subsystem, and system cleaning, calibration, and certification

Investing in People



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Investing in People

Key Personnel

- 97% in last five years
  - Proposed 154 key personnel and delivered 149 (past 5 years)
  - Only 5 not delivered: 2 due to changes in customer requirements; 3 due to changes in personal circumstances
- Vast majority heritage Jacobs and Jacobs Sverdrup
- Outstanding representatives of our corporate values
- Dedicated to our core business of providing outstanding customer service

Investing in People

General Workforce

- Training budget – averages 2% of contract across JS
- Appropriate compensation – attrition 26% less than industry
- Growth company that promotes from within – 103% more key leadership positions now versus 1997
- Goal: make workforce better

Example of ROSS Subcontracts

Welding services	UCI (Bakersfield) ARB (Bakersfield)
Concrete	Service Rock (Palmdale)
Construction Materials	Valley Construction (Lancaster) Camelot (Lancaster) Lancaster Plumbing (Lancaster) McJunkin (Bakersfield) Endura Steel (Lancaster) Desert Industrial (Lancaster) Combs Paint (Palmdale) Airgas (Welding supplies) Palmdale Terry Lumber (Palmdale) Johnstone Supply

Examples of ROSS Subcontracts

Administrative Materials

Witt's (Palmdale)
Bestbuy (Palmdale)
East Kern Stationers (Mojave)
Franks Radio (Palmdale)

Special Services, such as A/C (Victorville)
Circular Air

Mojave Equipment (Crane Maint.)
Western Equipment (A/C) Lancaster
Old McDonald Trucking (Lancaster)
Stevens Construction (Lancaster)
United Rentals (Lancaster)

Summary Remarks

- Over 50-year heritage in DoD engineering/technical services
- Business base is heavily partnership-driven
- Never had a security incident
- Our core competencies align with yours
- History of pervasive change management
- Air Force is a core client